

UDC 159.944-057.36

DOI: 10.56215/naia-chasopis/4.2023.40

Features of overcoming burnout syndrome by police officers: World experience

Iryna Botnarenko*

PhD in Law

National Academy of Internal Affairs

03035, 1 Solomianska Sq., Kyiv, Ukraine

<https://orcid.org/0000-0003-4697-3767>

Abstract

The issue of preserving the psychophysical health and emotional well-being of police officers is relevant at all times, but it has become particularly significant in times of crisis, such as the COVID-19 pandemic and the state of emergency, which have significantly increased demands on the job and depleted work resources. The purpose of the study is to explore the best global practices and strategies for preventing emotional burnout in police officers, with subsequent implementation into the national system to prevent this phenomenon. The study used methods such as heuristic, descriptive, comparative, analytical, classification, and typology. The experience of Austria, the United Kingdom, Germany, the United States, and Japan was summarised. Based on the experience of these countries, which seems most suitable for Ukraine, the prevention of emotional burnout in the police sector was analysed. The conclusion was formulated that preventing the psychophysical exhaustion of police officers is one of the leading areas of the foreign countries' state policy. Prevention of emotional burnout is conducted at personal and organisational (management) levels. To maintain the professional well-being of police officers, in addition to preventive measures aimed at forming mechanisms to counter professional burnout, particular importance is attached to a deep conviction in the significance and value of health in general and professional health in particular. A fairly effective preventive measure in this context is regular physical activity, which facilitates psychological suspension from work and reduces the risk of prolonged stress reactions, such as professional burnout. This study draws attention to the task of strengthening the psychoemotional health in police structures and outlines possibilities for preventive measures that can improve the quality of life and professional activities of police officers, mitigating the negative impact of the emotional burnout phenomenon

Keywords:

syndrome; mental health; stress; exhaustion; fatigue; prevention; overcoming; physical activity

Article's History:

Received: 25.08.2023

Revised: 11.12.2023

Accepted: 29.12.2023

Suggest Citation:

Botnarenko, I. (2023). Features of overcoming burnout syndrome by police officers: World experience. *Law Journal of the National Academy of Internal Affairs*, 13(4), 40-49. doi: 10.56215/naia-chasopis/4.2023.40.

*Corresponding author



Copyright © The Author(s). This is an open access article distributed under the terms of the Creative Commons Attribution License 4.0 (<https://creativecommons.org/licenses/by/4.0/>)

Introduction

The complex modern conditions of life, associated with prolonged hostilities on the territory of Ukraine, significantly affect the sphere of law enforcement activities. With the onset of war, the list of powers of the National Police of Ukraine was significantly expanded. In particular, the most changes were made to Article 23 of the Law of Ukraine “On the National Police of Ukraine”¹. The specificity of the service load, intensity, extremeness, danger, and, at the same time, increased responsibility for actions committed directly affect the psycho-emotional well-being of police officers, causing states of emotional tension, physical and mental exhaustion, professional stress, loss of efficiency, and so on. The inability to engage in productive professional activity due to a state of exhaustion, within the framework of psychological science, has been termed “emotional burnout”. The mentioned phenomenon, in addition to negative consequences for the health of police officers and the moral-psychological climate of the collective, also reduces the effectiveness of the entire law enforcement system, thereby causing economic losses for the state and society. In employees experiencing organism exhaustion, work motivation decreases, indifference and aversion to performing duties develop, and the quality and performance indicators at work decrease. Given that police officers daily interact with a large number of different individuals, it would not be an exaggeration to say that the syndrome of emotional burnout is perhaps one of the most dangerous pathological conditions in the professional activities of law enforcement officers.

Research on the problem of emotional burnout is being conducted by scientists worldwide. In particular, studies by O. Boe *et al.* (2020) and R.K. Lippert *et al.* (2019) focus not only on the specifics of this phenomenon but also on its impact on an individual’s relationships with the environment. Researchers note that ethical leadership in public police activities interacts with risk management in this field, forming connections between various components, such as space, objects, and external stimuli, which are not mutually exclusive. Overcoming their negative impact is possible through group support or decision-making support.

In contemporary Ukrainian studies related to the syndrome of sensory exhaustion, attention is paid to revealing distinctive features of manifestation, factors, and prevention and correction of this phenomenon in various fields of activity. A.Yu. Melnychuk (2022) thoroughly examined emotional burnout among socio-economic professionals. The exhausting conditions of medical workers were examined by N.M. Shmygol (2022), who concluded that the orientation of employees at the emotional level affects the development of emotional burnout, and accordingly, the combination of different aspects of emotional burnout determines their

reactions to difficult situations, where the desired form of behaviour is the successful solution of the assigned tasks. O. Hlavatska (2019) focused on countering the professional exhaustion of social workers. The researcher concluded that ways to prevent and overcome professional burnout syndrome in social workers are reflected in a set of measures that include monitoring the psychological state of employees, a clear explanation of job descriptions, conducting preventive conversations and maintaining internal motivation, establishing constructive communications, organising various trainings, and creating a positive moral and psychological climate in the team of the head of a social organisation.

Researchers have not overlooked the law enforcement sphere: the features of psychoprophylaxis of the syndrome of sensory exhaustion in cadets of higher education institutions of the Ministry of Internal Affairs of Ukraine were highlighted by L.V. Piankivska (2019). Similar problems, based on the research on the psycho-emotional state of cadets, were investigated by B. Lazorenko (2020). The characteristics and signs of professional deformation in investigators of the National Police of Ukraine were outlined by Z. Kisil & R.V. Kisil (2019) and P.V. Makarenko & L.M. Zaharenko (2022), who revealed measures to counter professional deformation of law enforcement officers under stressful conditions, proposed their own methodology for determining the emotional state of police officers, and noted that the study on psychological aspects of the personality of police officers, such as professional motivation, goals of professional activity, and professional prospects, is one of the ways to prevent professional deformation in the police force.

The purpose of the study is to analyse international experience in preventing and overcoming emotional burnout syndrome among police officers. The tasks involved reviewing measures and methodologies that could be effective in preventing the investigated phenomenon and exploring the possibilities of implementing foreign countries’ experience in overcoming emotional burnout among Ukrainian police officers.

The methodological basis of the study relied on heuristic methods, which assisted in searching, selecting, and systematising scientific literature on the issue. A crucial method of the study was the comparative method. The use of this method allowed for isolating and examining researchers’ opinions on various practices to combat police officers’ emotional burnout. The descriptive method was employed to better highlight a wide range of different practical tools and theoretical constructs regarding the current state of the researched problem. Analysis, classification, and typology methods helped during the examination of existing strategies and means to overcome emotional burnout. To analyse

¹ Law of Ukraine No. 580-VIII “On the National Police of Ukraine”. (2015, July). Retrieved from <https://zakon.rada.gov.ua/laws/show/580-19#Text>.

contemporary research in this field, studies were chosen that revealed the experience of combating emotional burnout in countries where this phenomenon has long attracted the attention of researchers and practitioners, and where the most effective practices and substantial experience in this field have been accumulated.

Emotional burnout: The specifics of counteraction

The prevention and overcoming of emotional burnout among various categories of individuals in developed countries receive significant attention. Research is conducted, new methods are developed, and various changes to existing legislation, including labour laws, are aimed at addressing this problem. Japan was the first country to enact a law on comprehensive prevention of disorders caused by overwork (Yamauchi *et al.*, 2017). Legislative reflection, defining professional exhaustion as a professional illness with corresponding social insurance payments to the workforce, has already occurred in countries such as Latvia and Italy. For example, in the Italian Republic, the National Institute for Industrial Accidents Insurance (INAIL) interprets workplace burnout as a professional disease of the employee (Behun-Trachuk, 2020; Maran *et al.*, 2020). According to Article 5 of Latvia's Law "On Mandatory Social Insurance for Accidents at Work and Occupational Diseases"¹, occupational diseases are diseases characteristic of certain categories of workers caused by the influence of physical, chemical, hygiene, biological, and psychological factors at work. Professional exhaustion is positioned as a professional ailment caused by the overload and overwork of certain organs and systems of an individual (Didyk, 2021).

In particular, in some European countries, large companies (corporations) have established relaxation rooms where employees can rest and recharge. In addition, through the organisation or institution, its employees may visit a psychologist (Boe *et al.*, 2020). It is essential to note that a distinctive feature of the activities of law enforcement agencies in most leading countries is the high social, legal protection, and corresponding financial security of their employees, significantly reducing the risk of exhaustion and tension.

Preventing emotional burnout syndrome is an essential part of the work of both the police officer and the managerial level of the law enforcement sphere. According to G. Roberts (1997), the prevention of professional burnout should begin with the employee's awareness of the possibility and likelihood of the occurrence and development of this phenomenon in a stressful environment. In the case of subjectively detecting signs or symptoms of professional burnout, the employee should take responsibility for their own stress

and commit to self-directed changes. This responsibility is shared between the leadership and the employee, who is a personal participant in solving this problem.

Police burnout: United States of America

The American Institute of Stress has included police work in the list of the ten most stressful jobs in the United States. In their study, J.S. Dempsey *et al.* (2017) identified law enforcement work as the "most stressful in the world". In this regard, it is noteworthy that the styles of police activity play a significant role in the stress experienced by police officers. Officers who apply a liberal approach to performing professional duties face fewer stress factors (including public perception of their authority) than officers with a strict crime-fighting style (Terpstra & Schaap, 2013). Another essential factor in coping with stress is the educational level of the police officer. R.D. Morgan *et al.* (2002) found that officers with a higher level of education respond more flexibly to personal achievements. Based on these results, researchers suggest introducing stimulating measures for officers' continuing education. Hiring candidates with a high level of conscientiousness and emotional stability can prevent future suicides (Pienaar *et al.*, 2007). Employing officers with higher education who have undergone appropriate training and have been properly evaluated in higher education institutions can significantly reduce stress among them.

In the field of preventing negative stress states and supporting the health of U.S. police officers, an approach is employed that involves developing programmes to encourage a healthy lifestyle. This initiative is practically applied, particularly in the state of Arkansas, where officers can receive cash bonuses or discounts for obtaining health insurance (Bezpalcko *et al.*, 2022). In the U.S., the preventive measures system has undergone significant development: if in 1975 the number of implemented mental health care programmes was 200, by 1990, this figure had increased to over 5000. To date, this indicator has tripled. The results of implementing such programmes demonstrate their high effectiveness, including economic benefits, where every dollar spent yields eight dollars in economic return.

In 2018, the U.S. Congress passed a law on mental health and well-being of law enforcement agencies, providing funding for a range of measures related to improving mental health resources available to law enforcement personnel. These measures include mentoring programmes for young colleagues, resources for training mental health professionals in areas specific to the treatment of law enforcement personnel, conducting research on the effectiveness of psychiatric evaluations, and collaboration between the U.S. Department of Justice and the Department of Defense and Veterans

¹ Law of Latvia "On Mandatory Social Insurance in Respect of Accidents at Work and Occupational Diseases". (1997, January). Retrieved from <https://likumi.lv/ta/en/en/id/37968-on-mandatory-social-insurance-in-respect-of-accidents-at-work-and-occupational-diseases>.

Affairs to study the applicability of military treatment programs for law enforcement officers¹.

Officers who feel supported by their organisations are more likely to participate in services and programmes to reduce the negative impact of stress. Research has shown that officers who reported a sense of control over their work were more likely to seek treatment for depression. This administrative approach is based on procedural justice principles: providing platforms for expressing concerns, maintaining transparency in decision-making, fair and respectful treatment of everyone, and impartially resolving issues (Ergasova *et al.*, 2020).

Measures to combat professional burnout, including in the U.S. police system, combine three main levels of intervention, each focusing on specific stages and goals. The intervention levels are categorised as primary, secondary, and tertiary (Adamopoulos & Syrou, 2023). At the primary level of intervention, relevant strategies are developed, associated with preventive measures against this syndrome by reducing stressors. In this case, the employee gains the opportunity to control their work, ensuring that their professional duties align with their skills and ambitions. For this reason, strategies developed in this area include: redesigning (reviewing and modernising) the work and organisational environment; creating a sustainable work programme; encouraging professionals' participation in management and decision-making processes; analysing job roles; establishing "support groups" and "networks"; establishing fair labour policies (Awa *et al.*, 2010).

The secondary level of intervention is also focused on preventing burnout. At this stage, measures are concentrated on managing the burnout experienced by employees (Adamopoulos *et al.*, 2022). At the secondary level of prevention, the following strategies are typically applied (Adamopoulos & Syrou, 2023): providing counselling to employees, especially during periods of intense stress; offering opportunities to attend educational seminars and training programmes to enhance professional knowledge and stimulate feelings of competence and adequacy; using professional measurement tools for timely identification of the syndrome; conducting preventive training for employees on strategies to manage their emotions, work stress, and timely application of their knowledge.

The third level of overcoming burnout syndrome is Intervention programmes (Adamopoulos & Syrou, 2023). At this stage, support groups are created for employees facing the syndrome. These groups are small and usually consist of six or seven individuals. Group meetings typically take place weekly, with an approximate duration of six sessions. Intervention programmes focus on restoring, servicing, and counselling

employees regarding reintegration and returning to work. Intervention programmes developed for treating burnout syndrome include: providing advisory support but not in the form of instructions, solely advice; encouraging the individual to express their perceptions and providing them with the opportunity to act; encouraging the person to express their feelings; developing methodologies to increase employees' confidence; fostering cooperation. The final stage of burnout is the distancing stage. To return to normal work, it is necessary to restore the employee's "involvement" in the collective work process.

Improving so-called "organisational justice" can be another way to reduce stress among police officers. Research conducted by American experts indicates that organisational injustice can be a source of stress and has a cause-and-effect relationship with officers' misconduct (Syed *et al.*, 2021). Specifically, officers who perceive their departments as "[organisational]ly fair" are less prone to misconduct. By enhancing the procedural justice of departments (e.g., fair and transparent decision-making, respectful treatment of subordinates), police administrations can, as indicated by H.O. Douglas & A. Gatens (2022), improve the mental well-being of officers and other staff.

Emotional burnout of police officers: The experience of the United Kingdom and the Federal Republic of Germany

In the police forces of countries such as Great Britain and the Federal Republic of Germany, the technology of socio-psychological training is widely used, the purpose of which is quite versatile: provision of support in countering crisis situations, stress, and emotional burnout; development of communication skills; provision of assistance to police officers in planning their personal and professional life, identification of personal potential and prospects for professional growth; identification of abilities and opportunities of employees and others. The main principles of these trainings are based on humanistic psychology, and the experience of their implementation in police schools, particularly in Bramshill (United Kingdom), shows significant interest from police officers and high effectiveness for professional activities. Separate trainings are dedicated to the special management education of police managers, their topics are as follows: "Preparation for proactive police management", "Building a team of a police unit", "Effective police leadership", "Anti-crisis police management", "Police management and observance of human rights", "Development of communication skills of police managers" etc. (Maddi *et al.*, 2002).

Another recognised strategy involves the application of cognitive-behavioural psychotherapy and group

¹ Law of USA No. 115-113 "On Enforcement Mental Health and Wellness Act of 2017". (2018, October). Retrieved from <https://www.congress.gov/115/plaws/publ113/PLAW-115publ113.pdf>.

therapy sessions using the Balint method. Sessions, conducted several times a month, involve psychologists or psychotherapists, lasting 1.5-2 hours over several years. The average group of participants consisted of 8-12 people. During the classes, various situations that may arise in professional activity, difficulties and failures were considered. Psychologists cover topics using role-playing games, elements of psychodrama, and various methods of nonverbal communication. This approach aims to uncover stereotypical problem-solving techniques and improve patient relationships (Bamburak, 2018).

In particular, in the United Kingdom, which led the world in police authority in 2015, among the most significant areas of the reform of the English police, one can include "substantial increase in police funding; minimisation of instances of police personnel engaging in overtime work" (Campion & Rousseaux, 2015). At the level of legislation, certain guarantees are established for women working in the police. It should be noted that since 1975, the country has had an employment protection law, which guarantees women the right to pay for six weeks before and after the birth of a child. In addition, the Trade Union Reform Act was passed in 1993, which prohibits the dismissal of pregnant women (Shvets, 2019). The work of UK police officers outside of school hours is paid twice as much. Moreover, after the coronavirus pandemic, when the burnout level among workers in many professions increased manyfold, the United Kingdom began actively implementing mechanisms that remind employees of the need to take breaks and disconnect from monitor screens (Kellogg *et al.*, 2020).

In the Federal Republic of Germany (FRG), the TOMESA medical centre, which developed the "How to overcome the signs of burnout" programme, is quite popular. The Central Union of Professional Associations offered the "Mental Stress" programme for enterprises where communication specialists work (Terenda *et al.*, 2021). It should be noted that in Germany, managers value and try to preserve the mental health of police subordinates. In particular, to reduce the potential negative impact of high workload on the mental health of police officers, the principle of encouraging seeking help if the employee needs it is in force in Germany (Santa Maria *et al.*, 2021). When a police leader communicates that he or she cares about the health of subordinates and signals that he or she should not be ashamed to experience stress and emotional strain from time to time, he or she is more likely to seek social support and take positive actions to manage his or her stress. Thus, a health-oriented attitude characterised by valuing the health of subordinate officers should also be encouraged during the development of police leadership. The chosen vector will serve as a preventive factor for officers delaying requests for help until they are subject to disciplinary measures due to work-related problems, and the acquisition of chronic mental

health problems. German researcher R. Voigt (2012), to prevent professional burnout, advises police officers to maintain a work-life balance between the following categories: tension and relaxation; challenges and success; work and party; burden and pleasure; autonomy and social support; effort and flow; weekdays and holidays; "ora et labora" (pray and work).

Prevention of police burnout: The Japanese experience

Further, an approach to preventing professional burnout in Japan is considered. For example, in Japan, there are special rooms where an employee can release accumulated aggression from intense and constant interaction in the collective under strict subordination. In these rooms, employees are allowed to shout, hit punching bags, and break dishes. In some Japanese institutions, there are bars (boards) in work offices where employees can do pull-ups and stretch their backs, as well as desks and chairs with adjustable heights, allowing changes in body position to reduce fatigue. Moreover, in many Japanese organisations, any creativity is encouraged to stimulate the "creative" process. Monetary rewards are offered for developing inventions that may never be practically implemented. This way, the Japanese encourage their employees to take initiative in their work (Yudai *et al.*, 2020).

The key postulate of the Japanese system to counteract emotional burnout among workers is the proper promotion of employee preparedness through the organisational system, especially human resilience, in the form of collaboration between staff and effective leadership. Furthermore, the negative effects of stressors can be alleviated by regular physical exercises. Researchers also see a close connection between mitigating work stress (and consequently increasing work productivity) through regular active physical activities (Chikwem, 2017).

M. Kumar Pandey (2017) provides the following suggestions for stress control among police officers in their work and non-work environments. Participation in quality initiatives between work and personal life aimed at improving communication and increasing involvement in decision-making throughout the organisation. Addressing environmental issues in the workplace, including equipment quality, workspace, compensation packages, and related aspects. Development of stress awareness training programmes. The police should consider stress management as another skill to learn and master, similar to criminal law or police procedures. Creation of special stress programmes for the police. These programmes can be part of the work of departmental psychological services, or part of an organisational health care programme, or part of a general employee assistance programme; improvement of overall management skills, especially in people-oriented aspects of supervision and leadership. Include

stress management skills in supervisory practice; use counselling programmes addressing such issues among several individuals. Because like-minded individuals may have already experienced many similar problems, they are seen as invaluable sources of support for fellow officers (Zhao *et al.*, 2019). Development of support groups, which can be achieved by leveraging existing informal and formal natural groups within the structure. Creation of physical fitness programmes that can strengthen individuals to withstand professional pressures. Such programmes should also consider nutrition issues; family involvement can be a crucial source of support for officers, as a partner familiar with the nature of police work and its stressors can effectively provide support to a police officer (Nurainun *et al.*, 2018; Kumar & Shazania, 2022).

The above recommendations emphasise the importance of a significant level of support and a positive attitude of leadership towards the preservation of the psychoemotional health of subordinates. The proposed measures can effectively reduce overall fatigue levels and enable employees to cope more successfully with daily stressors. It is important to note that increasing the level and control of stress impact on police officers through education and training can have a positive impact on the entire police organisation. This includes improving employee productivity and promoting their health while performing their duties. Measures aimed at reducing fatigue and stress can become a key element of human resources management strategy, contributing to improving working conditions and enhancing the quality of life for police officers. This also opens up opportunities for initiatives aimed at improving the psychosocial climate in the police organisation and promoting sustainable personnel development.

Emotional burnout of police officers in the Republic of Austria

Preventive measures for emotional burnout syndrome in the Republic of Austria begin with the establishment of qualitative criteria for selection into the police service. Measures such as supervision (currently a pilot project in Vienna, Tyrol, and Styria) and “peer support”, which positively influences the mental well-being of police officers, have also been implemented. These projects are offered to law enforcement officers after performing particularly stressful tasks, such as using firearms. “But each employee also has a certain obligation – to make a personal contribution, that is, to “contribute to burnout prevention”, emphasises psychologist Claus Polndorfer (Low “fire hazard”. The risk of burning out..., 2011). In other words, burnout prevention should start from within.

In the prevention and overcoming of emotional burnout among police officers, the use of the BASICH model – a multidimensional stress and inner instability coping model developed by the director of the Israeli

Stress Prevention Center, Professor Mooli Lahad, may prove quite effective (Podakin & Zaharenko, 2018). The key postulate of this model is to place the individual in an active position during a crisis event using the following unified components: Belief: life philosophy, faith, and moral values; Affect: feelings, emotions; Social: societal factor – belonging, family, friends; Imagination: creativity, imaginative play, intuition; Cognition: knowledge, logic, reality, thoughts; Physiology: physical activity, sensory modality, and action. The use of these elements helps to understand the problem, find positive motivation, and thereby alleviate the emergence of a stressful state.

O. Sereda (2021) highlights the effectiveness of sabbatical as a means to combat professional burnout, providing employees with an extended leave for “rebooting”. The term “sabbatical” translates from English “sabbatical” as “to cease doing something”. The etymology of the term is related to biblical writings, where the word “sabbath” means a “sacred day of rest”. Sabbatical is, in fact, a paid or partially paid leave ranging from a few months to a year with the retention of the job. The practice of sabbatical originated from Harvard in the 19th century.

In modern conditions, the exhaustion and fatigue of police officers cause increasing concern. The demands on the qualifications and professional skills of police workers, as well as their productivity and performance, are extremely high. Therefore, it is crucial for a police organisation to manage stress and work on eliminating exhaustion among police officers, whose vocation is to serve society. Alongside this, a theoretical analysis of international practices in overcoming the emotional burnout syndrome of police workers allows the conclusion that combined measures for its prevention at both the personal and organisational (leadership) levels will be most effective.

Based on the above, it is advisable to propose prevention and overcoming directions for employees of the National Police of Ukraine related to the syndrome of emotional burnout arising during the performance of professional duties. These include: social support of the team to maintain the psychological resilience of law enforcement officers in stressful situations; raising the level of management culture; developing programmes to encourage a healthy lifestyle for police officers; psychological counselling for police personnel and their families; using various forms of self-control by managers; training in anti-stress programmes, workshops, regular psychological “unloadings”; collective physical activities (sports, competitions among police personnel); mentoring development with appropriate supplements.

Conclusions

The exploration of foreign experience in preventing the phenomenon of emotional burnout has allowed outlining its general concept and providing a deeper understanding of the international functional mechanisms to

counter it. The findings of this study and their interpretation further confirm that the prevention of emotional burnout among police officers should be designed to implement practical recommendations aimed at improving the socio-psychological climate, optimising workload, and organisational conditions in police activities concerning the performance of professional duties.

In the context of implementing prevention systems for the syndrome of professional exhaustion, it can be noted that the most effective for implementation in Ukraine appears to be the positive experience of developed countries such as Austria, the United States, and the United Kingdom. In Austria and the United States, pilot projects and various strategies to support the mental well-being of police officers have already been introduced. The United Kingdom successfully implements mechanisms reminding of the necessity of periodic rest. It is worth noting that in all the countries considered, the principle of “priority orientation towards health” is in operation, signifying the recognition of the importance of the health of subordinate officers. This principle is fundamental and should permeate all aspects of the activities of state authorities, including law enforcement agencies. Considering this experience, the need for the development and popularisation of corresponding strategies for the police in Ukraine is justified. These strategies should contribute to improving the physical and mental health of police officers, promoting the implementation of educational programs that inform about the benefits of regular physical activity and rest. Such a comprehensive approach can contribute to creating a healthier lifestyle among police officers and enhancing the overall efficiency of the law enforcement system in Ukraine.

The literature review allows concluding that there is a trend in the scientific discourse towards recognising the necessity of combining comprehensive measures to

prevent emotional burnout, focusing on both individual employees and organisational management. The identification and analysis of various aspects of the health and emotional state of police officers enable an understanding of the depth of the problem and the identification of optimal solutions. Considering this, it becomes evident that effective prevention of emotional burnout syndrome requires the interaction of individual and collective strategies, as well as interventions at various levels, ranging from specific police officers to high organisational leadership. Thus, a systemic approach to the problem involves the development and implementation of integrated programmes that combine individual training and counselling for police officers with improvements to the organizational environment and leadership policies. Developing such comprehensive strategies can significantly reduce the risk of emotional burnout syndrome and contribute to improving the quality of life for police officers and enhancing the effectiveness of their professional activities.

Furthermore, there is a need for further research into the issues of emotional burnout syndrome, not only for individual police officers but also for police organisations as a whole, with the aim of developing and implementing the most effective methods for addressing preventive measures.

Acknowledgements

We express gratitude to the faculty and management of the National Academy of Internal Affairs for the opportunity to prepare and publish this study. A democratic atmosphere combined with a professional approach became the key to writing it. Sincere gratitude is expressed for the opportunity to synchronise their scientific views.

Conflict of Interest

None.

References

- [1] Adamopoulos, I., Syrou, N., & Lamnisis, D. (2022). Workplace environment and burn out in public health workforce inspection services: Research study. *International Research Journal of Pharmacy and Medical Sciences*, 5(5), 28-35. doi: 10.13140/RG.2.2.18619.28966.
- [2] Adamopoulos, I., & Syrou, N. (2023). Occupational burnout in public health care sector, scales, measures, and education in the frame of period COVID-19 pandemic. *European Journal of Environment and Public Health*, 7(2), article number em0127. doi: 10.29333/ejeph/12532.
- [3] Awa, W.L., Plaumann, M., & Walter, U. (2010). Burnout prevention: A review of intervention programs. *Patient Education Counseling*, 78(2) 184-190. doi: 10.1016/j.pec.2009.04.008.
- [4] Bamburak, N. (2018). [Methods of preventing the emergence of occupational risks and deformations in the professional activity of the specialists in medical and social spheres](#). *Collection of Scientific Papers of the National Academy of the State Border Guard Service of Ukraine*, 2(10), 5-15.
- [5] Behun-Trachuk, L. (2020). Study of professional and emotional burnout in foreign psychological-pedagogical theory and practice. *Musical Art in the Educological Discourse*, 5, 128-133. doi: 10.28925/2518-766X.2020.5.19.
- [6] Bezpalko, S.V., Shatrava, S.O., Tymchyshyn, A.M., & Kritsak, I.V. (2022). Analysis of the legislative framework for increasing the financial support of police officers: Domestic and foreign experience of legislative initiatives. *Legal Scientific Electronic Journal*, 3, 57-65. doi: 10.32782/2524-0374/2022-3/11.
- [7] Boe, O., Torgersen, G.-E., & Skoglund, T.H. (2020). Does the Norwegian police force need a well-functioning combat mindset? *Frontier Psychology*, 11, article number 1075. doi: 10.3389/fpsyg.2020.01075

- [8] Champion, J., & Rousseaux, X. (Eds.). (2015). *Policing new risks in modern european history*. Basingstoke: Palgrave Macmillan.
- [9] Chikwem, C. (2017). *The relationship of job stress to job performance in police officers*. (Doctoral dissertation, Walden University, Minnesota, USA).
- [10] Dempsey, J.S., Forst I.S., & Carter, S.B. (2017). *An introduction to policing*. Boston: Cengage.
- [11] Didyk, S.S. (2021). *Features of emotional burnout syndrome in different countries of the world*. In *Collection of materials of the second all-Ukrainian scientific and practical conference "Social, ethical and deontological problems of modern medicine (non-medical problems in medicine)"* (pp. 93-95). Zaporizhzhia: Zaporizhzhia State Medical University.
- [12] Douglas, H.O., & Gatens, A. (2022). Addressing police officer stress: Programs and practices. *Illinois Criminal Justice Information Authority*. Retrieved from <https://icjia.illinois.gov/researchhub/articles/addressing-police-officer-stress-programs-and-practices>.
- [13] Ermasova, N., Cross, A.D., & Ermasova, E. (2020). Perceived stress and coping among law enforcement officers: An empirical analysis of patrol versus non-patrol officers in Illinois, USA. *Journal of Police and Criminal Psychology*, 35, 48-63. doi: 10.1007/s11896-019-09356-z.
- [14] Hlavatska, O. (2019). Social workers' professional burnout prevention and overcoming. *Scientific Bulletin of Uzhhorod National University. Series: Pedagogy. Social Work*, 2(45), 41-45. doi: 10.24144/2524-0609.2019.44.41-45.
- [15] Kellogg, K.C., Valentine, M.A., & Christin, A. (2020). Algorithms at work: The new contested terrain of control. *Academy of Management Annals*, 14(1), 366-410. doi: 10.5465/annals.2018.0174.
- [16] Kisil, Z., & Kisil, R.V. (2019). Psychological factors of professional stress of employees of the National Police of Ukraine. *Social and Legal Studies*, 2(4), 111-123. doi: 10.32518/2617-4162-2019-4-111-123.
- [17] Kumar Pandey, M. (2017). *Mental health problems in the Indian police – how we could help them*. *Indian Journal of Mental Health*, 4(4), 317-323.
- [18] Kumar, S., & Shazania, S. (2022). *The effect of emotional exhaustion towards job performance*. *Malaysian Journal of Consumer and Family Economics*, 27(S1), 54-72.
- [19] Lazorenko, B. (2020). Educational-methodical support of cadetspsychologists' stress states management: Means of selfand mutual assistance. *Scientific Studios on Social and Political Psychology*, 46(49), 159-167. doi: 10.33120/ssj.vi.46(49).165.
- [20] Lippert, R.K., Walby, K., & Zaia, M. (2019). Managing risk and preempting immorality in private employment of public police. *Social and Legal Studies*, 28(6), 794-816. doi: 10.1177/0964663918810375.
- [21] Low "fire hazard". The risk of burning out in the Austrian police force is lower than is often claimed: Only 5.6 to 9.3 per cent of police officers are at risk of burnout. The Ministry of the Interior is implementing a range of measures to prevent burnout. (2011). *Öffentliche Sicherheit*. Retrieved from https://www.bmi.gv.at/magazinfiles/2011/09_10/files/burn_out.pdf.
- [22] Maddi, S.R., Khoshaba, D.M., Jensen, K. Carter, E., Lu, J.L., & Harvey, R.H. (2002). Hardiness training for high risk undergraduates. *NACADA Journal*, 22(1), 45-55. doi: 10.12930/0271-9517-22.1.45.
- [23] Makarenko, P.V., & Zakharenko, L.M. (2022). Phenomenon of professional deformation of police investigators. *Legal Psychology*, 1(30), 54-63. doi: 10.33270/03223001.54.
- [24] Maran, D.A., Zito, M., & Colombo, L. (2020). Secondary traumatic stress in Italian Police Officers: The role of job demands and job resources. *Frontiers in Psychology*, 11, article number 1435. doi: 10.3389/fpsyg.2020.01435.
- [25] Melnychuk, A.Yu. (2022). Symptoms of burnout of socioeconomic specialists through the prism of positive psychotherapy by N. Pezeshkian. *Scientific Notes of Vernadsky Kyiv Polytechnic National University. Series: Psychology*, 33(72), 12-16. doi: 10.32782/2709-3093/2022.6/03.
- [26] Morgan, R.D., Van Haveren, R.A., & Pearson, C.A. (2002). Correctional officer burnout: Further analysis. *Criminal Justice and Behavior*, 29(2), 144-160. doi: 10.1177/0093854802029002002.
- [27] Nurainun, B., Susanto, S., & Wijaya, H. (2019). The effect of inventory turnover, receivables turnover and intellectual capital on profitability in manufacturing companies listed on the Indonesia stock exchange (IDX) 2014-2016 period. *Journal of Economics*, 23(2), 226-240. doi: 10.24912/je.v23i2.370.
- [28] Piankivska, L.V. (2019). *Psychological prevention of "emotional burnout" syndrome in cadets of higher educational institutions of the Ministry of Internal Affairs of Ukraine*. (Doctoral dissertation, Ministry of Defence of Ukraine, Kyiv, Ukraine).
- [29] Pienaar, J., Rothmann, S., & van de Vijver, F.J.R. (2007). Occupational stress, personality traits, coping strategies, and suicide ideation in the South African Police Service. *Criminal Justice and Behavior*, 34(2), 246-258. doi: 10.1177/0093854806288708.
- [30] Podakin, D.M., & Zakharenko, L.M. (2018). *Using the BASIC PH model in the prevention and overcoming of professional burnout of police officers of the National Police of Ukraine*. In *Development of science and technology: Problems and prospects: A collection of scientific papers on the occasion of the Day of Science-2018 in Ukraine* (pp. 139-143). Kyiv: The State Research Institute of the Ministry of Internal Affairs of Ukraine.

- [31] Roberts, G.A. (1997). [Prevention of burn-out](#). *Advances in Psychiatric Treatment*, 3, 282-289.
- [32] Santa Maria, A., Wolter, C., Gusy, B., Kleiber, D., & Renneberg, B. (2021). Reducing work-related burnout among police officers: The impact of job rewards and health-oriented leadership. *The Police Journal*, 94(3), 406-421. [doi: 10.1177/0032258X20946805](#).
- [33] Sereda, O. (2021). [Sabbatical as a way to overcome employee burnout](#). In *The main directions of protection of the rights of Ukrainian citizens to labour and social protection in the context of European integration: Materials of the XI International Conference* (pp. 29-33). Kharkiv: Yaroslav the Wise National Law University.
- [34] Shmygol, N.M. (2022). Research of emotional burnout factors of employees in medical management. *Change Management and Innovation*, 4, 56-58. [doi: 10.32782/CMI/2022-4-10](#).
- [35] Shvets, D.V. (2019). [Formation of a police officer's personality in the context of professional training and professional activity: Legal and psychological aspects](#). (Doctoral dissertation, National Academy of Internal Affairs, Kyiv, Ukraine).
- [36] Syed, F., Saima, N., & Bouckenoghe, D. (2021). Unfairness in stressful job environments: The contingent effects of perceived organizational injustice on the relationships between job stress and employee behaviors. *The Journal of General Psychology*, 148(2), 168-191. [doi: 10.1080/00221309.2020.1747968](#).
- [37] Terenda, N.O., Pavliv, T.B., & Terenda, O.A. (2021). Occupational burning is one of the unsolved problems of the healthcare system. *Bulletin of Social Hygiene and Healthcare Organisation of Ukraine*, 2(88), 29-33. [doi: 10.11603/1681-2786.2021.2.12377](#).
- [38] Terpstra, J., & Schaap, D. (2013). Police culture, stress conditions, and working styles. *European Journal of Criminology*, 10(1), 59-73. [doi: 10.1177/1477370812456343](#).
- [39] Voigt, R. (2012). *Student research project. Topic: Burnout*. Retrieved from https://www.psych-beratungsstelle-landesstelle.de/fileadmin/mediapool/einrichtungen/E_lpb/Verschiedenes/Studienarbeit_Burnout_RV_web.pdf.
- [40] Yamauchi, T., Yoshikawa, T., Takamoto, M., Sasaki, T., Matsumoto, S., Kayashima, K., Takeshima, T., & Takahashi, M. (2017). [Overwork-related disorders in Japan: Recent trends and development of a national policy to promote preventive measures](#). *Industrial Health*, 55, 293-302.
- [41] Yudai, K., Oe, M., Ishida, T., Matsuoka, M., Chiba, H., & Uchimura, N. (2020). Workplace violence and its effects on burnout and secondary traumatic stress among mental healthcare nurses in Japan. *International Journal of Environmental Research and Public Health*, 17(8), 2747. [doi: 10.3390/ijerph17082747](#).
- [42] Zhao, K., Zhang, M., & Foley, S. (2019). Testing two mechanisms linking work-to-family conflict to individual consequences: Do gender and gender role orientation make a difference? *International Journal of Human Resource Management*, 30(6), 988-1009. [doi: 10.1080/09585192.2017.1282534](#).

Особливості подолання синдрому емоційного вигорання працівниками поліції: світовий досвід

Ірина Ботнарєнко

Кандидат юридичних наук

Національна академія внутрішніх справ

03035, пл. Солом'янська, 1, м. Київ, Україна

<https://orcid.org/0000-0003-4697-3767>

Анотація

Проблема збереження психофізичного здоров'я та емоційного благополуччя поліцейських є актуальною в будь-який час, проте особливо значущою стала в умовах кризових періодів, зокрема пандемії COVID-19 і режиму воєнного стану, які суттєво посилили вимоги до процесу службової діяльності та виснажили робочі ресурси. Мета статті – дослідити найкращі світові практики та стратегії профілактики емоційного виснаження в працівників поліції з їх подальшою імплементацією в національну систему запобігання виникненню цього феномену. Для дослідження було використано такі методи: евристичний, описовий, порівняння, аналізу, класифікації та типологізації. Узагальнено досвід країн Австрійської Республіки, Великої Британії, Федеративної Республіки Німеччини, Сполучених Штатів Америки та Японії. З огляду на досвід зазначених країн, що видається найприйнятнішим для України, проаналізовано профілактику емоційного вигорання у сфері поліцейської діяльності. Сформульовано висновок, що превенція психофізичного виснаження поліцейських є одним з провідних напрямів державної політики зарубіжних країн. Запобігання емоційному вигоранню здійснюють на персональному й організаційному (керівному) рівнях. Для збереження професійного добробуту поліцейських, окрім превентивних заходів, спрямованих на формування механізмів протидії фаховому вигоранню, вагоме значення відіграє глибоке переконання в значущості та цінності здоров'я загалом і професійного здоров'я зокрема. Доволі дієвим профілактичним заходом у цьому контексті визначено регулярну фізичну активність, що полегшує психологічне відсторонення від роботи та знижує ризик тривалих стресових реакцій, таких як професійне вигорання. Зазначене дослідження приверне увагу до завдання щодо зміцнення психоемоційного здоров'я в поліцейських структурах й окреслить можливості для превентивних заходів, які зможуть покращити якість життя та професійної діяльності поліцейських і послабити негативний вплив феномену емоційного вигорання.

Ключові слова:

синдром; психічне здоров'я; стрес; виснаження; втома; профілактика; подолання; фізичні навантаження